

# LEADING EDGE OF SELECTION AND ASSESSMENT IN A GLOBAL SETTING

5<sup>TH</sup> ANNUAL SIOP LEADING EDGE CONSORTIUM



GENERAL CHAIR:  
LOIS TETRICK

PRACTICE CHAIR:  
TANYA DELANY

SCIENCE CHAIR:  
ANN MARIE RYAN

OCTOBER 16-17, 2009  
DENVER, CO  
HYATT REGENCY TECH CENTER



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## **A Word About Networking Dinners**

Networking dinners will take place Friday evening after our reception at a number of off-site restaurants. This optional event is an opportunity to join your colleagues for a relaxing discussion of topics of the day at a top Denver restaurant. The sign-up process was conducted online in advance of the consortium. Several slots are still available to sign up for during the conference, but this must be done no later than noon Friday. Seating is limited, and you will be responsible for the cost of dinner. Restaurants are within walking distance of the Hyatt, so please dress accordingly for the walk.



# ***From the Consortium Chair***

Welcome to Denver and the 5th Annual SIOP Leading Edge Consortium. This event promises to continue the consortium's fine tradition of high-quality and innovative programming in an environment especially suited for interaction. This year we are pleased to present expert advice from top business leaders and scholars in the design and implementation of selection and assessment processes on a global scale. I want to thank them for sharing their time and expertise with us. I would also like to thank you, the attendees, for sharing this experience. A special thank you goes to the co-chairs: Tanya Delany the Practice Chair and Ann Marie Ryan the Science Chair. Their help in planning this event was invaluable. Finally, I would like to thank our sponsors for making this wonderful event a reality. I hope you will find this event to be entertaining and stimulating, as well as educational.

*Lois Tetrick*

Lois Tetrick  
LEC General Chair



## **What is SIOP?**

The Society for Industrial and Organizational Psychology is a division within APA that is also an organizational affiliate of APS. The Society's mission is to enhance human well-being and performance in organizational and work settings by promoting the science, practice, and teaching of industrial-organizational psychology. Towards this end, SIOP:

- Supports SIOP members in their efforts to study, apply, and teach the principles, findings, and methods of industrial-organizational psychology
- Provides forums for industrial-organizational psychologists to exchange research, insights, and information related to the science, practice, and teaching of industrial-organizational psychology
- Identifies opportunities for expanding and developing the science and practice of industrial-organizational psychology
- Monitors and addresses challenges to the understanding and practice of industrial-organizational psychology in organizational and work settings
- Promotes the education of current and future industrial-organizational psychologists
- Promotes public awareness of the field of industrial-organizational psychology

**[www.SIOP.org](http://www.SIOP.org)**

## Thursday, October 15, 2009

4:00 – 8:30 p.m. – Registration, Centennial Room Pre-Function – 12th Floor

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7:30 – 9:00 p.m. – Welcome Reception, Centennial Room – 12th Floor

## Friday, October 16, 2009

### Overview

7:00 a.m. – 9:30 a.m. – Registration (Grand Mesa Foyer)

8:30 a.m. – 5:00 p.m. – Program (Grand Mesa DEF)

5:30 p.m. – 7:00 p.m. – Reception (2nd Floor Atrium)

7:00 p.m. – Networking Dinners, various locations

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7:30 – 8:30 a.m. – Continental Breakfast – Grand Mesa Foyer – 2nd Floor

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8:30 – 8:45 a.m. – Welcome/Introduction - **Lois Tetrick**, Consortium General Chair

### 8:45 – 9:15 a.m. – **Keynote Address: I-O and Clinical Assessment Methodologies: Leveraging the Power of Both at Cisco**

To most effectively assess executive capabilities in an increasingly complex environment, Cisco is using a blend of traditional I-O and clinical methodologies. Kristie Wright will discuss Cisco's approach, the lessons learned, and the benefits of a blended approach from the point of view of an (initially reluctant) I-O practitioner.

**Kristie Wright**, Director, Talent Planning & Executive Assessment, Cisco's Center for Collaborative Leadership, Cisco Systems, Inc.



### 9:15 – 10:00 a.m. – **Panel: The Changing Face of Assessment**

During the past 10 years we have witnessed a transition from paper-based assessments to technology-enabled assessments. The reach of assessment experts is no longer within a country or geographical region. Today assessments are expected to be available for use across countries and cultures quickly, reliably, and in a cost effective way. Assessment experts are challenged to show faster development time with reduced development and maintenance costs.

This panel will discuss the changing faces of assessment in Asia, Europe, and the Americas. Examples of how changes in recent years are impacting the future of assessment development and implementation will be shared.

**Dave Bartram**, SHL; **Tanya Delany**, IBM; **Nancy Tippins**, Valtera

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### 10:00 – 10:30 a.m. – **Facilitated Small Group Discussion: Reflection Discussion on Global Assessment Trends**

The opening keynote and panel will provide a context for participants to share and discuss their own experiences regarding how globalization is affecting approaches to selection and assessment. Small group discussions will provide an opportunity to reflect on the opening sessions as well as to learn from other attendees. You will also have an opportunity to suggest topics of particular interest to you for focus in later sessions.

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10:30 – 11:00 a.m. – **Break**

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### 11:00 – 11:45 a.m. – **Panel: Showcase of Successful Global Selection Systems**

Are you being asked to develop a global selection system but not sure where to begin? Have you implemented a global selection system but not sure you did it well? The goal of this session is to highlight three global selections systems that were implemented successfully. The speakers will each share with you the models they used for implementing their global selection systems. Tips for a successful implementation as



well as the key derailers for implementing a global selection system will be highlighted. Finally, time will be dedicated for you to ask the experts about their experiences working with assessments in the global space.

**Matt Barney**, Infosys; **Eric Braverman**, Merck; **Karen B. Paul**, 3M

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11:45 – 12:00 Noon – **Audience Response Polling Session**

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12:00 Noon – 1:15 p.m. – **Lunch** – Grand Mesa ABC – 2nd Floor

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1:15 – 1:45 p.m. – **Presentation: Data Privacy**

A critical yet often overlooked step in the design of our global assessments is the transfer of data across borders. Although data privacy laws have been in place for decades, many experts continue to be challenged to remain in compliance with regulations regarding the transfer of personal data between countries. Doug Reynolds of DDI will discuss the options that are available to organizations under E.U. Directives on Data Protection and present strategies for organizations to ensure compliance. Various assessment systems that trigger these considerations will be presented, and examples will be reviewed that demonstrate how various employers have satisfied the requirements. Tradeoffs associated with each will also be discussed.

**Doug Reynolds**, DDI

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1:45 – 2:30 p.m. – **Presentation: Cross Border Hiring**

Businesses that operate around the world are moving to a new management model that better recognizes the fast-paced dynamics of today's global economy—the globally integrated enterprise. Unlike the costly and cumbersome "multinational" approach, which basically recreates smaller versions of the parent company in each market, this next-generation enterprise shapes its strategy, management, and operations in a truly global way. It locates operations and functions anywhere in the world based on the right cost, the right skills, and the right business environment.

To keep up with this evolving business model, new talent needs to be quickly identified anywhere and moved freely around the world. In this session, speakers will discuss how a technology-enabled workforce planning process is being developed to support a global growth strategy, challenges associated with sourcing and assessing talent when demand exceeds supply of qualified candidates, and early lessons learned in designing cross border hiring assessment programs.

**Kerry Olin**, Microsoft; **Adam Malamut**, Marriott; **Joe Colihan**, IBM

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2:30 – 3:00 p.m. – **Break**

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3:00 – 4:45 p.m. – **Rotating Breakout Sessions With Facilitators: Nuts & Bolts: Developing a Global System**

This highly interactive session will focus on the "how to's" behind developing global selection systems. Participants will choose from six breakout groups and rotate through three of these to share thoughts or pose questions to others. Topics will include developing global competency models, comparability of assessment results across cultures, designing standardized testing practices globally, recruiting on a global basis, and two topics suggested in the morning reflection session. Each breakout will have a facilitator to keep the discussion flowing.

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4:45 – 5:00 p.m. – **Closing Announcements/CE Evaluations**

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5:30 – 7:00 p.m. – **Reception**, Atrium – 2nd Floor

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7:00 – 10:00 p.m. – **Networking Dinners**, various area restaurants (Gather in lobby.)

# Saturday, October 17, 2009

## Overview

7:00 a.m. – 8:00 a.m. – Registration/Helpdesk (Grand Mesa Foyer)

8:00 a.m. – 2:00 p.m. – Program (Grand Mesa DEF)

7:00 – 8:00 a.m. – Continental Breakfast – Grand Mesa Foyer – 2nd Floor

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### 8:00 – 8:45 a.m. – **Panel: Computerized Adaptive Testing**

Computer adaptive testing programs are gaining increasing use as a means for administering high-quality assessment tools in an efficient manner to a global applicant pool. The development and implementation of CATs on a global basis is not without challenges. This session will feature a panel with experience in implementing CATs. Each speaker will provide brief observations on the challenges and rewards of using CATs across cultures, followed by ample time for audience questions.

**Robert Gibby**, Procter & Gamble; **Mike Fetzer**, PreVisor; **Rod McCloy**, HumRRO

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### 8:45 – 9:15 a.m. – **Presentation: Interviewing Across Cultures**

It is the most widely used assessment practice, used by companies big and small, global and local. Behavioral-based structured interviewing has been the best practice standard by most human resources professionals. But is this a best practice for global users?

Our first speaker will describe a global survey research project conducted in 2008. Results from 1,910 hiring managers/interviewers and 3,523 job candidates (USA, Australia, Canada, France, Germany, and the UK) as well as experience from large-scale, global interviewing program implementations will be reviewed and conclusions reached on how we're the same and different around the world. He will also discuss how the candidate is evolving, how to audit interviewing practices, and how to adapt interviewing practices for the modern job candidate.

The second speaker will share experiences of implementing interview programs, focusing on different approaches that should be considered based on cultural characteristics.

**Scott Erker**, DDI; **Matt Redmond**, Redmond Leadership Consulting

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### 9:15 – 9:45 a.m. – **Break**

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### 9:45 – 11:15 a.m. – **Rotating Breakout Sessions With Facilitators: Nuts & Bolts: Implementing a Global System**

As a parallel to Friday's session, this highly interactive session will focus on the "how to's" behind implementing global selection systems. Participants will choose from six breakout groups and rotate through three of these to share thoughts or pose questions to others. Topics will include effective monitoring of global systems, internal marketing of systems, managing the local staffing environment, centralization and standardization versus local variation, and two topics that emerge from the previous day's discussions. Each breakout will have a facilitator to keep the discussion flowing.

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### 11:15 a.m. – 12:15 p.m. – **Learning Lab** – Chasm A&B – 2nd Floor

This session will provide participants with a chance to view tools and innovations that other attendees have developed. Assessments, training programs, Web marketing tools, and other innovations that have been rolled out across countries will be presented in short tabletop demonstrations. Attendees will have a chance to rotate among demonstrations to see what others have developed for successful cross-culture implementation.

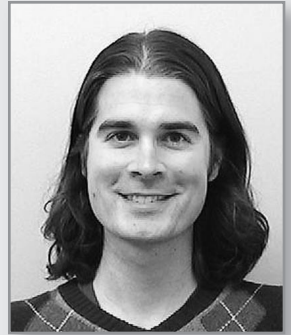
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### 12:15 – 1:15 p.m. – **Lunch** – Grand Mesa ABC -- 2nd Floor

1:15 – 1:45 p.m. – **Closing Keynote: *Microtrends in Global Staffing: Finding Signals in Noisy Recruiting Data***

What might a dozen statisticians, armed with millions of data points, predict about the future of staffing? Using data recently collected from Google's global staffing efforts, several micro trends will be discussed including better candidate sourcing, how algorithms can help make hiring decisions, and what the long tail means to recruiters.

**Todd Carlisle**, Google



1:45 p.m. – 2:00 p.m. – Closing Remarks

**Lois Tetrick** – 2009 LEC Chair

**Gary Latham** – 2010 LEC Chair

**Thank you for attending the 2009 Leading Edge Consortium. Join us next year in Tampa, FL.**

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# LEC RESOURCE GUIDE

## LEADING EDGE OF SELECTION AND ASSESSMENT IN A GLOBAL SETTING

OCTOBER 16–17, 2009

DENVER, COLORADO

SIOP thanks Tommy Cavanagh and Lauren Duarte of Colorado State University for preparing this list. Special thanks to Kurt Kraiger for his help in the production of this document.

### Theoretical Perspectives

*As Kurt Lewin famously said, "Nothing is as practical as a good theory." The following resources introduce and evaluate theories, models, and frameworks to help guide in both the application and research of assessment and selection.*

- Aycan, Z. (2000). Cross-cultural industrial and organizational psychology. *Journal of Cross-Cultural Psychology*, 31, 110–128.
- Barney, M. F. (2009, April). *Enhancing utility analysis to influence your CFO: Introducing the cue see model*. Poster presented at the 24th Annual Conference of the Society for Industrial-Organizational Psychology (SIOP), New Orleans, LA.
- Barney, M. F. (2009, February). *Leading scientifically—Introducing the cue-see model for evidence-based leadership*. Invited address at the 25th Annual Conference of the Society of Psychologists in Management (SPIM), San Diego, CA.
- Caligiuri, P. (2000a). The Big Five personality characteristics as predictors of expatriate success. *Personnel Psychology*, 53, 67–88.
- Deadrick, D. L., & Stone, D. L. (2009). Emerging trends in human resource management theory and research. *Human Resource Management Review*, 19(2), 51–52.
- Erez, M. (1994). Toward a model of cross-cultural industrial and organizational psychology. In H. C. Triandis, M. D. Dunnette, & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology* (Vol. 4, pp. 559–608). Palo Alto, CA: Consulting Psychologists Press.
- Ferris, G. R., Munyon, T. P., Basik K., & Buckley, M. R. (2008). The performance evaluation context: Social, emotional, cognitive, political, and relationship components. *Human Resource Management Review*, 18(3), 164–179.
- Hiltrop, J.-M. (1996). The impact of human resource management on organisational performance: Theory and research. *European Management Journal*, 14(6), 625–637.
- Levinson, H. (2009). Psychoanalytic theory in organizational behavior. *Consulting psychology: Selected articles by Harry Levinson* (pp. 11–30). Washington, DC: American Psychological Association.
- Liakhovitski, D., Stone-Romero, E. F., & Jaccard, J. J. (2008). Strategies for detecting joint dichotomous moderators in human resource management research. *Human Resource Management Review*, 18(3), 164–179.
- Stavrou, E. T., Charalambous, C., & Spillotis, S. (2007). Human resource management and performance: A neural network analysis. *European Journal of Operational Research*, 181(1), 453–467.
- Stone, D., & Deadrick, D. (2008, September). Introduction to the special issue: Critical issues in human resource management theory and research. *Human Resource Management Review*, 18(3), 101–102.
- Way, S. A., & Johnson, D. E. (2005). Theorizing about the impact of strategic human resource management. *Human Resource Management Review*, 15(1), 1–19.

### Handbooks

*These convenient references provide a general introduction to selection and assessment in a global setting. They provide a starting point for research and practice by offering a thorough explanation of the theories, practices, measures, and outcomes associated with both selection and assessment, specifically in a multinational context.*

- Armstrong, M. (2006). *A handbook of human resource management practice*. Philadelphia: Kogan Page.
- Beardwell, I., & Holden, L. (Eds.). (2001). *Human resource management: A contemporary approach*. Harlow: Financial Times Prentice Hall.
- Caligiuri, P., & Paul, K. B. (2008). Selection in multinational organizations. In J. Farr & N. Tippins (Eds.), *Handbook of employee selection*. Mahwah, NJ: Erlbaum.
- Cascio, W. F. (2005). *Applied psychology in human resource management*. Upper Saddle River, NJ: Pearson Prentice Hall.

- Collings, D. G., & Scullion, H. (2006a). Approaches to international staffing. In H. Scullion & D.G. Collings (Eds.), *Global staffing* (pp. 17–38). London: Routledge.
- Evers, A., Anderson, N., & Voskuijli, O. (Eds.) (2005). *The Blackwell handbook of personnel selection*. Malden, MA: Blackwell.
- Gibby, R. E. (2007). Cognitive ability tests. In S. Rogelberg (Ed.) *Encyclopedia of industrial and organizational [psychology]*. Thousand Oaks, CA: Sage.
- Sage Publications.
- Farr, J. L., & Tippins, N. T. (Eds.). (in press). *Handbook of employee selection*. Mahwah, NJ: Erlbaum.
- Moodian, M. A. (Ed.). (2009). *Contemporary leadership and intercultural competence: Exploring the cross-cultural dynamics within organizations*. Thousand Oaks, CA: Sage.
- Rogovsky, N. (2002). *Corporate success through people: Making international labour standards work for you*. Geneva: International Labour Office.
- Ryan, A. M. & Tippins, N. T. (2009). *Designing and implementing global selection systems*. New York: Blackwell Press.
- Scullion, H., & Collings, D. G. (Eds.). (2006). *Global staffing*. New York: Routledge.
- Sparrow, P. (2006). *International recruitment, selection and assessment*. London: CIPD.
- Stahl, G. K., & Björkman, I. (Eds.). (2006). *Handbook of research in international human resource management*. Northampton, MA: Edward Elgar.
- Thornton, G. C. (2006). *Assessment centers in human resource management: Strategies for prediction, diagnosis, and development*. Mahwah, NJ: Erlbaum.

## Methods & Analyses

*As business practices become more global, many theoretical constructs commonly used in domestic research are being applied in new cross-cultural arenas. If researchers ignore the methodological issues common to cross-cultural research, they risk interpreting findings that may actually be meaningless, inconclusive, or misleading. These readings cover issues related to operationalizing cultural constructs, hypothesizing and testing multilevel models, and equivalence (in samples, scaling, semantics, and data collection).*

- Brislin, R. W. (1986). The wording and translation of research instruments. In W. J. Lonner & J. W. Berry (Eds.), *Field methods in cross-cultural research* (pp. 137–164). Newbury Park, CA: Sage.
- Chao, G. T. (2000). Multilevel issues and culture: An integrative view. In J. K. Klein & S. W. J. Kozlowski (Eds.), *Multilevel theory, research and methods in organizations. Foundations, extensions, and new directions* (pp. 308–348). San Francisco: Jossey Bass.
- Davis, D. D. (1998). International performance measurement and management. In J. W. Smither (Ed.), *Performance appraisal: State of the art in practice* (pp. 95–131). San Francisco: Jossey-Bass.
- England, G., & Harpaz, I. (1983). Some methodological and analytic considerations in cross-national comparative research. *Journal of International Business Studies*, Fall, 49–59.
- Ng, K., & Earley, P. C. (2006). Culture + intelligence: Old constructs, new frontiers. *Group & Organization Management*, 31, 4–19.
- Oyserman, D., Coon, H. M., & Kemmelmeier, M. (2002). Rethinking individualism and collectivism: Evaluation of theoretical assumptions and meta-analyses. *Psychological Bulletin*, 128, 3–72.
- Paul, K. B., & Parra, F. L. (1992, May). *Toward an internationalization of measurement: Assessing psychometric equivalence through SIFASP*. Presented at the 7th Annual Conference of the Society for Industrial and Organizational Psychology, Montreal, Canada.
- Schaffer, B. S., & Riordan, C. M. (2003). A review of cross-cultural methodologies for organizational research: A best-practices approach. *Organizational Research Methods*, 6, 169–195.
- Tsui, A. S., Nifadkar, S. S., & Ou, A. Y. (2007). Cross-national, cross-cultural organizational behavior research: Advances, gaps and recommendations. *Journal of Management*, 33, 426–478.

## Assessment Adaptation

*Before an assessment developed domestically is used internationally, administrators need to consider differences in societal norms, employment laws, language, and access to education. If careful attention is not paid to adapting assessments across cultures, an observed score on a particular measure may be difficult to interpret or use for comparisons. An assessment that has acquired sufficient validity evidence in one cultural context may not be valid in another. Best practices, mentioned in the following references, will recommend reexamining psychometrics (reliability, validity), derived meanings, inferences, and participant reactions in each culture.*



- Bontempo, R. (1993). Translation fidelity of psychological scales: An item response theory analysis of an individualism-collectivism scale. *Journal of Cross-Cultural Psychology*, 24(2), 149–166.
- Briscoe, D. (1997). Assessment centers: Cross-cultural and cross-national issues. *Journal of Social Behavior and Personality*, 12, 261–270.
- Diamantopoulos, A., Reynolds, N. L., & Simintiras, A. C. (2006). The impact of response styles on the stability of cross-national comparisons. *Journal of Business Research*, 59, 925–935.
- Hambleton, R. K. (2005). Issues, designs, and technical guidelines for adapting tests into multiple languages and cultures. In R. K. Hambleton, P. F. Merenda, & C. D. Spielberger (Eds.), *Adapting educational and psychological tests for cross-cultural assessment* (pp. 3–38). Mahwah, NJ: Erlbaum.
- Nyfield, G., & Baron, H. (2000). Cultural context in adapting selection practices across borders. In J. Kehoe (Ed.), *Managing selection in changing organizations: Human resource strategies* (pp. 242–270). San Francisco: Jossey-Bass.
- Salgado, J. F., Anderson, N., Moscoso, S., Bertua, C., & De Fruyt, F. (2003). International validity generalization of GMA and cognitive abilities: A European community meta-analysis. *Personnel Psychology*, 56, 573–605.
- Scherbaum, C. (2005). Synthetic validity: Past, present, and future. *Personnel Psychology*, 58, 481–515.
- Spielberger, C. D., Moscoso, M. S., & Brunner, T. M. (2005). Cross-cultural assessment of emotional states and personality traits. In R. K. Hambleton, P. F. Merenda, & C. D. Spielberger (Eds.), *Adapting educational and psychological tests for cross-cultural assessment* (pp. 343–368). Mahwah, NJ: Erlbaum.
- Taylor, P. J., Li, W., Shi, K., & Borman, W. C. (2008). The transportability of job information across countries. *Personnel Psychology*, 61, 69–111.
- Van de Vijver, F. J. R., & Poortinga, Y. H. (2005). Conceptual and methodological issues in adapting tests. In R. K. Hambleton, P. F. Merenda, & C. D. Spielberger (Eds.), *Adapting educational and psychological tests for cross-cultural assessment* (pp. 39–64). Mahwah, NJ: Erlbaum.

## Legal Issues

*Legal issues present a challenging problem in selection and assessment. Due to laws that vary from country to country, this problem is exacerbated in the case of global organizations. The following articles deal with legal issues that may arise in selection and assessment.*

- Ash, P. (1991, Spr). Law and regulation of preemployment inquiries. *Journal of Business and Psychology*, 5(3), 291–308.
- Barrett, G. (2000). *Personnel selection: Selection and the law*. *Encyclopedia of psychology* 6 (pp. 156–160). Washington, DC/New York, NY: American Psychological Association.
- Chao, G. T., & Nguyen, H. D. (2005). International employment discrimination: A review of legal issues, human impacts, and organizational implications. In R. L. Dipboye & A. Colella (Eds.), *Discrimination at work: The psychological and organizational bases* (pp. 379–408). Mahwah, NJ: Erlbaum.
- Connerley, M., Arvey, R., Gilliland, S., Mael, F., Paetzold, R., & Sackett, P. (2001, March). Selection in the workplace: Whose rights prevail? *Employee Responsibilities and Rights Journal*, 13(1), 1–13.
- Finkelman, J. (2005). Introduction to special issue: Legal and forensic issues in management. *Psychologist-Manager Journal*, 8(2), 103–104.
- Hurley, K. (1987). *Legal aspects of assessment and assessment centers. The police assessment center* (pp. 23–48). Springfield, IL: Charles C. Thomas.
- Hutton, M. (1980, July). Anti-discrimination legislation and selection testing. *Australian Psychologist*, 15(2), 199–208.
- Kethley, R., & Terpstra, D. (2005). An analysis of litigation associated with the use of the application form in the selection process. *Public Personnel Management*, 34(4), 357–375.
- Patterson, P. (1989). *Employment testing and Title VII of the Civil Rights Act of 1964. Test policy and the politics of opportunity allocation: The workplace and the law* (pp. 83–120). New York: Kluwer Academic/Plenum.
- Posthuma, R. A., Roehling, M. V., & Campion, M. A. (2006). Applying U.S. employment discrimination laws to international employers: Advice for scientists and practitioners. *Personnel Psychology*, 59, 705–740.
- Reynolds, D. H., & Mason, M. (2001, May 15). Privacy, please. *Human Resource Executive*, 15, 52–54.
- Ryan, A., & Lasek, M. (1991). Negligent hiring and defamation: Areas of liability related to pre-employment inquiries. *Personnel Psychology*, 44(2), 293–319.

## Recruiting & Staffing

*Recruiting and staffing efforts can vary between organizations or even branches of the same organization in different nations. Some of these differences are due to varying societal norms, educational backgrounds of local employees, and legal climates. These authors highlight issues regarding international recruiting policies, recruiting sources, communicating a global company image, and various challenges and strategies related to selection and assessment.*

- Bartram, D. (2004). Assessment in organizations. *Applied Psychology, an International Review*, 53, 237–259.
- Breaugh, J., & Starke, M. (2000). Research on employee recruiting: So many studies, so many remaining questions. *Journal of Management*, 26, 405–434.
- Collings, D. G., & Scullion, H. (2006a). Approaches to international staffing. In H. Scullion & D.G. Collings (Eds.), *Global staffing* (pp. 17–38). London: Routledge.
- Collings, D. G., & Scullion, H. (2006b). Global staffing. In G. K. Stahl & I. Bjorkman (Eds.), *Handbook of research in international human resource management* (pp. 141–157). Cheltenham, UK: Edward Elgar.
- Collings, D. G., Scullion, H., & Morley, M. J. (2007). Changing patterns of global staffing in the multinational enterprise: Challenges to the conventional expatriate assignment and emerging alternatives. *Journal of World Business*, 42, 198–213.
- Harvey, M., Speier, C., & Novecevic, M. M. (2001). A theory-based framework for strategic global human resource staffing policies and practices. *International Journal of Human Resource Management*, 12, 898–915.
- Lievens, F. (2007). Research on selection in an international context: Current status and future directions. In M. M. Harris (Ed.), *Handbook of research in international human resource management*, 107–123.
- Lim, C., Winter, R., & Chan, C. C. A. (2006). Cross-cultural interviewing in the hiring process: Challenges and strategies. *Career Development Quarterly*, 54, 265–268.
- Pearlman, K. & Barney, M. F. (August, 1999). Selection for a changing workplace. In Kehoe, J.F., *Managing selection strategies in changing organizations*. SIOP Professional Practice Series. San Francisco: Jossey Bass.
- Ryan, A. M., Wiechmann, D., & Hemingway, M. (2003). Designing and implementing global staffing systems: Part II—best practices. *Human Resource Management*, 42, 85–94.
- Segalla, M., Sauquet, A., & Turati, C. (2001). Symbolic vs. functional recruitment: Cultural influences on employee recruitment policy. *European Management Journal*, 19, 32–43.
- Shackleton, V., & Newell, S. (1997). International assessment and selection. In N. Anderson & P. Herriot (Eds.), *International handbook of selection and assessment*. New York: Wiley.
- Wiechmann, D., Ryan, A. M., & Hemingway, M. (2003). Designing and implementing global staffing systems: Part I—Leaders in global staffing. *Human Resource Management*, 42, 71–83.

## Technology-Based Assessment

*This topic deals with the uses and applications of technology in global assessment. These articles will cover the major issues including test security, standardization, alternatives to proctoring, context effects, subgroup and cultural issues, test security, and access to technology.*

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- Reynolds, D. H. & Weiner, J. A. *Online recruiting and selection: Innovations in talent acquisition*. Malden, MA: Wiley-Blackwell.
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## Leadership & Succession Planning

*Developing and maintaining strong leaders is vital for a successful company in any setting. The following articles deal not only with the problem of leadership, but with ensuring that leadership continues smoothly during a succession.*

- Barney, M. F. (December 27, 2008). *Psicologi, manager e leadership: Consigli, idee, e punti di vista dagli US*. Interview and translation to Italian by Robert Bonanomi, Altrapsicologica. <http://www.altrapsicologia.it/content/templates/articolo.asp?articleid=2152&zoneid=71>
- Barney, M. F. (2009, July 16). The India Advantage in Grooming Global Leaders. *The Economic Times*, Bangalore, Hyderabad and Kochi editions.
- Barney, M. F., & McCarty, T. (November, 2002). *The new six sigma: A leader's guide to rapid business improvement and sustainable results*. Prentice Hall: Saddle River, NJ. ISBN: 0-13-101399-8. (English, Mandarin, Korean, Polish). 6 editions.
- Endres, G., & Alexander, J. (2006). Two government agencies look at succession planning. *Organization Development Journal*, 24(2), 23–32.
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- Greer, C., & Virick, M. (2008, Sum). Diverse succession planning: Lessons from the industry leaders. *Human Resource Management*, 47(2), 351–367.
- Groves, K. (2007). Integrating leadership development and succession planning best practices. *Journal of Management Development*, 26(3), 239–260.
- Karaevli, A., & Hall, D. (2003). Growing leaders for turbulent times: Is succession planning up to the challenge? *Organizational Dynamics*, 32(1), 62–79.
- Kim, S. (2003, Win). Linking employee assessments to succession planning. *Public Personnel Management*, 32(4), 533–547.
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- Mooney, C., Dalton, D., Dalton, C., & Certo, S. (2007). CEO succession as a funnel: The critical, and changing, role of inside directors. *Organizational Dynamics*, 36(4), 418–428.
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- Redman, R. (2003, Win). Leadership succession planning: Would nursing benefit? *Research and Theory for Nursing Practice: An International Journal*, 17(4), 277–279.
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## Cross-Cultural Studies

*One of the most difficult issues of working in a global context is ensuring that the method used in one country works in another. These articles discuss some of the applications and results of cross-cultural human resource practices.*

- Bhagat, R. S., VanScotter, J. R., Steverson, P. K., & Moustafa, K. (2007). Cultural variations in individual job performance: Implications for industrial and organizational psychology in the 21st century. *International Review of Industrial and Organizational Psychology*, 22, 235–264.
- Bjorkman, I., & Lervik, J. E. (2007). Transferring HR practices within multinational corporations. *Human Resource Management Journal*, 17, 320–335.
- Eggebeen, S. (2002). Going global: Additional considerations inherent in cross-cultural implementation. In J. W. Hedge & E. D. Pulakos (Eds.), *Implementing organizational interventions* (pp. 270–296). San Francisco: Jossey-Bass.
- Groeschl, S. (2003). Cultural implications for the appraisal process. *Cross Cultural Management*, 10, 67–79.
- Hambleton, R. K. (2005). Issues, designs, and technical guidelines for adapting tests into multiple languages and cultures. In R. K. Hambleton, P. F. Merenda, & C. D. Spielberger (Eds.), *Adapting educational and psychological tests for cross-cultural assessment* (pp. 3–38). Mahwah, NJ: Erlbaum.
- House, R., Hanges, P., Javidan, M., Dorfman, P., & Gupta, V. (Eds.). (2004). *Culture, leadership, and organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: Sage.
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- Steiner, D. D., & Gilliland, S. W. (2001). Procedural justice in personnel selection: International and cross-cultural perspectives. *International Journal of Selection and Assessment*, 9, 124–137.
- Stone, D. L., Stone-Romero, E. F., & Lukaszewski, K. M. (2007). The impact of cultural values on the acceptance and effectiveness of human resource management policies and practices. *Human Resource Management Review*, 17, 152–165.

## Web Sites

*This is a list of Web sites of professional organizations and forums that include education, research, communication, and specialized material in regards to assessment and selection, with emphasis on a global context.*

*California Data Privacy and Security Regulations:* [www.oispp.ca.gov/consumer\\_privacy/laws/](http://www.oispp.ca.gov/consumer_privacy/laws/)

*Dictionary of Occupational Titles:* [www.wave.net/upg/immigration/dot\\_index.html](http://www.wave.net/upg/immigration/dot_index.html)

*Employment Law Information Network:* [www.elinfonet.com/](http://www.elinfonet.com/)

*Equal Employment Opportunity Commission:* [www.eeoc.gov/](http://www.eeoc.gov/)

*ERE:* [www.ere.net](http://www.ere.net)

*E.U. Data Protection Directive:* [ec.europa.eu/justice\\_home/fsj/privacy/index\\_en.htm](http://ec.europa.eu/justice_home/fsj/privacy/index_en.htm)

*Guidelines and Ethical Considerations for Assessment Centers:* [www.assessmentcenters.org/pdf/00guidelines.pdf](http://www.assessmentcenters.org/pdf/00guidelines.pdf)

*HR Tests:* [hrtests.blogspot.com](http://hrtests.blogspot.com)

*Human Resource Planning Society:* [www.hrps.org/](http://www.hrps.org/)

*International Association for Cross-Cultural Psychology:* [www.iaccp.org/](http://www.iaccp.org/)

*International Association of Applied Psychology:* [www.iaapsy.org/](http://www.iaapsy.org/)

*International Congress on Assessment Center Methods:* [www.assessmentcenters.org/](http://www.assessmentcenters.org/)

*International Council of Psychologists:* [web.mac.com/rvelayo/icpweb/icpweb.html](http://web.mac.com/rvelayo/icpweb/icpweb.html)

*International Personnel Assessment Council:* [www.ipacweb.org/](http://www.ipacweb.org/)

*International Test Commission:* [www.intestcom.org/](http://www.intestcom.org/)

*International Union of Psychological Science:* [www.am.org/iupsys/](http://www.am.org/iupsys/)

*Job Analysis and Classification Research:* [harvey.psyc.vt.edu/](http://harvey.psyc.vt.edu/)

*Joint Committee on Testing Practices:* [www.apa.org/science/jctpweb.html](http://www.apa.org/science/jctpweb.html)

*Massachusetts Data Security Regulation (effective Jan. 1, 2010):* [www.mass.gov/Eoca/docs/idtheft/201CMR17amended.pdf](http://www.mass.gov/Eoca/docs/idtheft/201CMR17amended.pdf)

*Occupational Information Network:* [online.onetcenter.org/](http://online.onetcenter.org/)

*Personnel Assessment and Selection Resource Center:*

[apps.opm.gov/ADT/Content.aspx?page=home&AspxAutoDetectCookieSupport=1&JScript=1](http://apps.opm.gov/ADT/Content.aspx?page=home&AspxAutoDetectCookieSupport=1&JScript=1)

*Society for Human Resource Management:* [www.shrm.org/Pages/default.aspx](http://www.shrm.org/Pages/default.aspx)

*Uniform Guidelines on Employee Selection Procedures:* [www.dol.gov/dol/allcfr/title\\_41/Part\\_60-3/toc.htm](http://www.dol.gov/dol/allcfr/title_41/Part_60-3/toc.htm)

*U.S. Safe Harbor Program:* [www.export.gov/safeharbor/](http://www.export.gov/safeharbor/)

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